

SIS process
EVAL

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

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FROM:

D/OTE

1026 CofC

EXTENSION

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DATE 2 July 1985

TO: (Officer designation, room number, and building)

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1: DD/OP

JUL 8 1985

BGC

You might be interested in the attached analysis of our last three SIS groups.

They are a varied lot-- which makes designing a "core course" as an ascension experience very challenging.

We are designing a new Core Course--in cooperation with the Center for Creative Leadership. There is a good chance that it will be really good, and something that new SIS officers will look forward to.

I hope we can have it for this fall. We'll be back to you with a run-down at the end of the summer.

Distribution:

- 1 - ExDir
- 1 - DDA
- 1 - D/OP
- 1 - Each Member of Agency Training Steering Committee

10 June 1985

MEMORANDUM

SUBJECT: Executive Development Course: A Statistical Analysis

1. This memorandum describes some of the basic characteristics of the students in the first three runnings of the Executive Development Core Course which has been required for all new SIS's.

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Overall

2. The fact that all of the students had recently made the important transition to SIS status attests to their having attained high levels of performance on the job as well as to their skills, general intelligence, dependability, etc. Nevertheless, the statistics on the 73 students who have taken the course reveal significant differences in their ages, education and agency experience.

- Their ages ranged from 35 to 58 years and the middle half ran from 42 to 50 years.
- About half (52 percent) had advanced degrees; 5 percent claimed none.
- The length of CIA service had a very broad range, from three months to 33+ years. The median was 18+ years and the middle half ran from 12 years to 23+ years.
- Although a wide range of CIA work experience was represented in the course, two thirds of the students had served in only one directorate since the end of 1975 (the earliest date for which the data are available).
- Most of the students had little or no CIA sponsored overseas travel or posting although others served up to 20- years overseas for the agency. More than a quarter had no more than a month's credit; half had less than nine months; about one third had five years or more.

Classes

3. Although there were these large differences among individuals, the student mix in the classes was much the same.

- The age medians and ranges of the three classes are close to those of the overall; only the distribution of ages for the first class was quite different from the others. In that class only one third of the ages fell within the first and third quartiles; each of the other thirds was lower (or higher) than the first (or third) quartile.

- There were some differences in the distribution of university degrees among classes; 43 percent of the first class had advanced degrees compared with 50 for the second and 63 for the third.
- Single-directorate experience was about the same for the first two classes (72 and 71 percent); the figure for the third class (54 percent) is noticeably lower.
- All three classes had a wide range of CIA overseas service; each successive class showed a higher median than the preceding one; and the percentage with less than one month's overseas services was considerably higher for the first class than the other two (38, vs 25 and 25).

Career Service

4. The overall representation for the four major career services was quite broad, ranging between 20 and 27 percent, although there were differences among classes. The following tabulation shows the distribution overall as well as among classes:

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5. The student characteristics by career service (SD) were much more homogeneous than by class, and there were distinct differences among career services.

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*Others include those who are not assigned to the four principal career services, mainly in the Office of the DCI and the Intelligence Community Staff. They are not included in the textual discussion because of their small number and their heterogeneity.

- Their median CIA overseas service [redacted] was very much higher than the overall median [redacted]. Almost all (86%) of the D careerists were above the overall third quartile.

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7. The R careerists showed the lowest medians for age, (42 vs 46 overall), for length of CIA service (13- vs 18+ years), and for CIA overseas service (0 vs 8 months overall).

- Almost half (47 percent) of them were below the overall first quartile age of 42 years; only one of the 15 R people was above the overall third quartile age (50).
- Almost half (47 percent) had less than the overall first quartile length of CIA service (11+ years).
- A full 60 percent had less than a month of CIA overseas service.

8. The I careerists had the highest percentage of advanced degrees (76 vs 52 overall) and the highest percentage for those who had served in only one directorate (82 vs 66 overall).

9. The M careerists had the lowest percentage of advanced degrees (31 vs 52 overall) and the lowest percentage for those who had served in only one directorate (37 vs 66 overall).

10 Attached are tables of statistical data on the students in the first three core courses

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Data on Students in First Three Core Courses

OVERALL

Range	<u>Age</u> 35-58yrs	<u>CIA Service</u> 3mos - 33yrs/2mos
Middle Half	42-50	12yrs - 23yrs/2mos
Median	46	18yrs/5mos

University Degrees

None	5%
Bach	43
Mast	33
LLB	4
Doct	15

Directorate Service

In One Directorate	66%
In Two Directorates	23
In Three Directorates	10
In Four Directorates	1

BY CLASS

	<u>Median</u>	<u>Age</u> <u>Under 42yrs</u>	<u>Over 50yrs</u>
Overall	46yrs	25%	25%
Class 1	47	33	33
Class 2	47	25	21
Class 3	46	17	21

	<u>Median</u>	<u>CIA Service</u> <u>Under 12yrs</u>	<u>Over 23yrs/2mos</u>
Overall	18yrs/5mos	25%	26%
Class 1	17yrs	24	24
Class 2	18yrs/8mos	25	25
Class 3	21yrs	25	29

Advanced Degrees

Overall	52%
Class 1	43
Class 2	50
Class 3	63

Service in One Directorate

66%
72
71
54

BY CAREER SERVICE

<u>Overall</u>	<u>Median</u>	<u>Age</u> <u>Under 42yrs</u>	<u>Over 50yrs</u>
	<u>46yrs</u>	<u>25%</u>	<u>25%</u>
M	46	16	26
I	44	35	6
D	52	0	60
R	42	47	7
Other	42	29	29

<u>Overall</u>	<u>Median</u>	<u>CIA Service</u> <u>Under 12yrs</u>	<u>Over 23yrs/2mos</u>
	<u>18yrs/5mos</u>	<u>25%</u>	<u>25%</u>
M	21yrs/2mos	11	37
I	16yrs/10mos	24	18
D	23yrs/2mos	0	47
R	12yrs/7mos	47	7
Other	6yrs/7mos	71	0

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<u>Overall</u>	<u>Advanced Degrees</u>	<u>Service in One Directorate</u>
	<u>52%</u>	<u>66%</u>
M	31	37
I	76	82
D	40	60
R	43	80
Other	71	86

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